



# **AT&L Human Capital Strategic Plan Version 3.0**



# AT&L HCSP V3.0 Coordination



U.S. AIR FORCE

*"Thanks for the opportunity to help shape the updated AT&L Human Capital Strategic Plan. We appreciate the collaborative spirit your team brought to this year's effort." - Sue Payton*



*"We appreciate the collaborative approach that you've taken in developing the 2007 AT&L Human Capital Strategic Plan." - John Thackrah*



*"I look forward to the release of the final version of this plan." - L. General N. Ross Thompson III*



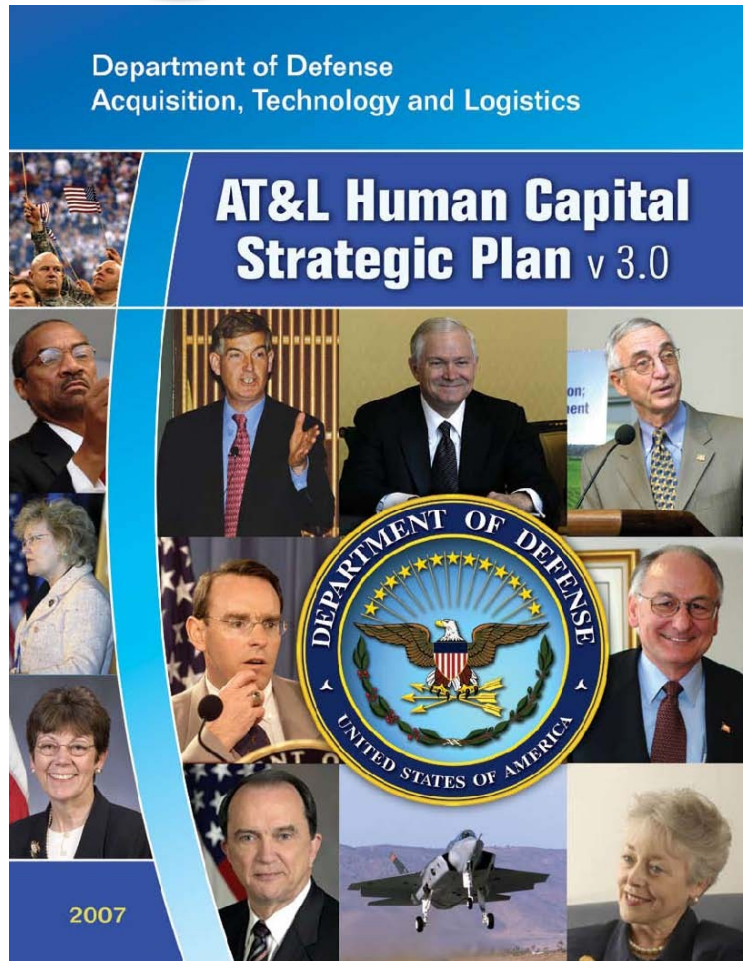
*"Thanks for the opportunity to review and comment." - Angela Bailey*



*"Thank you and your team again for inviting our review and comment on the latest version of your AT&L workforce plan. You have made considerable progress - both with your plan as well as your accomplishments since the last iteration.... You are definitely headed in the right direction" - Tom Fox*



# AT&L HCSP V3.0



*Published June 2007*  
*Available on the following website:*  
<http://www.dau.mil/workforce/hcsp.pdf>

**Goal 1 - Align and fully integrate with overarching DoD human capital initiatives**

- **Performance Management**
- **Competencies**

**Goal 2 - Maintain decentralized execution strategy that recognizes components' lead role and responsibility for force planning/workforce mgmt**

- **Position Category Description**
- **Workforce Count**

**Goal 3 - Establish a comprehensive, data-driven workforce analysis and decision-making capability**

- **"Data Green" Initiative**

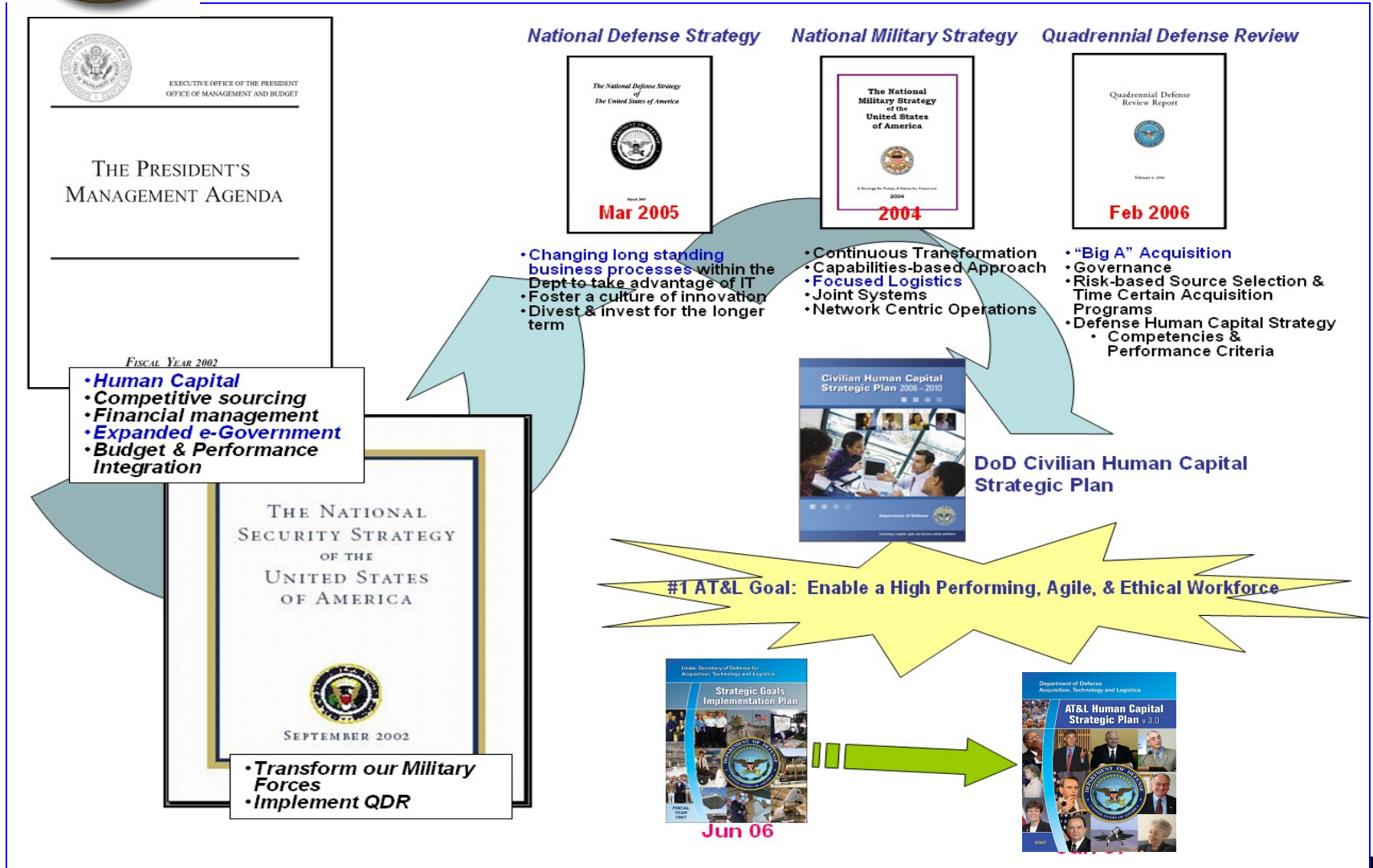
**Goal 4 - Provide learning assets at point of need to support mission-responsive human capital development**

- **"Core Plus"**
- **Demand Management**

**Goal 5 - Execute DoD AT&L workforce communications plan that is owned by all AT&L senior leaders (One Team, One Vision, A Common Message, and Integrated**



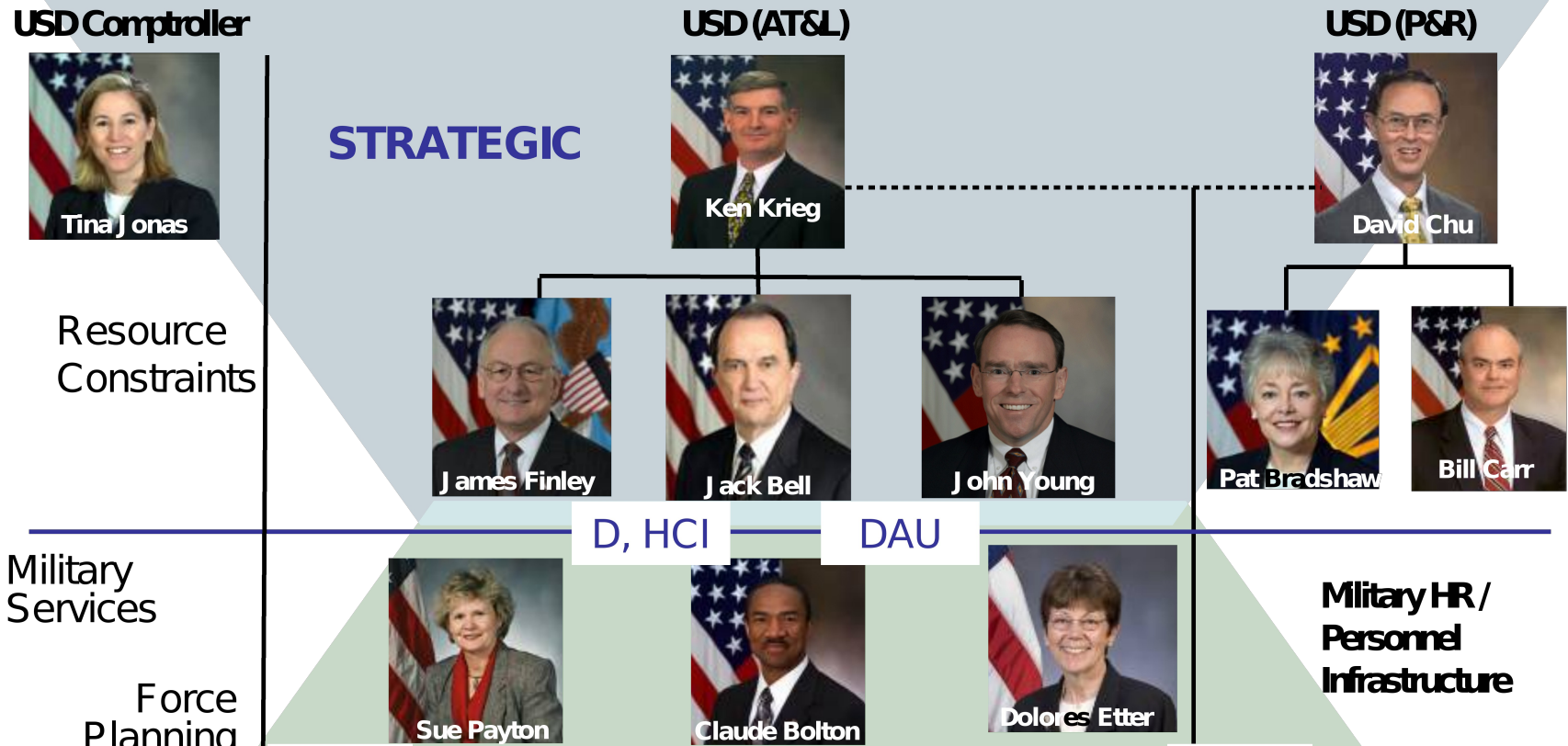
# Strategic Guidance and Alignment







# The Federated Human Capital Framework





# Integrated AT&L Workforce Management Structure



**USD,  
AT&L**

**Semi-Annually (or as**

**AT&L Workforce Senior Steering Board (SSB)  
Chair - USD(AT&L)  
Component Acquisition Executives and Functional  
Advisors**

**President, DAU (Executive Secretary)**

**AT&L Workforce Management and Training**

**PoCs**

**Bi-Monthly (or as**

**AT&L Workforce Management Group  
(WMG)**

**President, DAU (Chair)**

**AT&L Workforce Management and Training  
PoCs**

**Oversight**

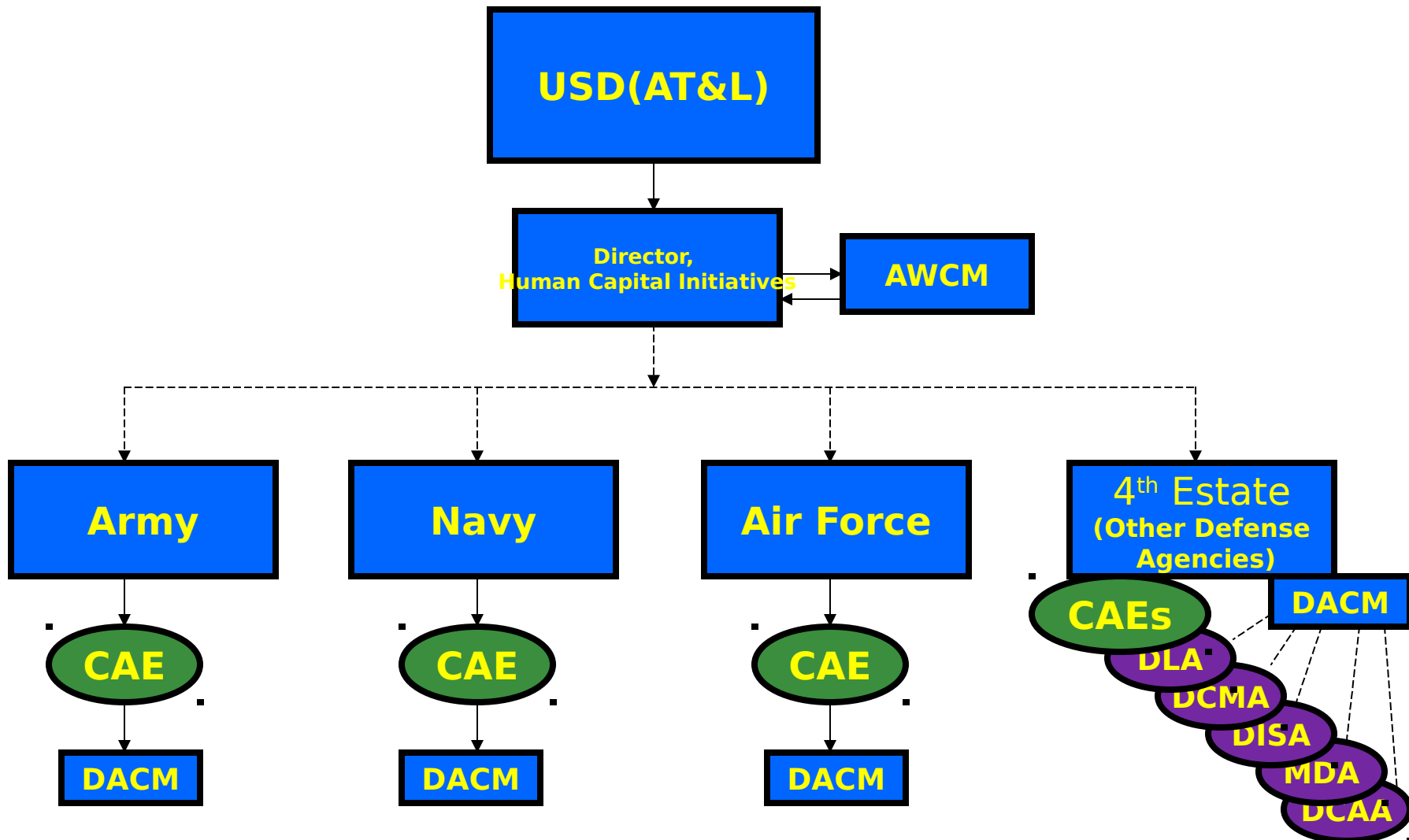
**Execution**

**Centralized Policy, Guidance, & Metrics  
Decentralized Execution**



# Roles & Responsibilities

## Decentralized Management

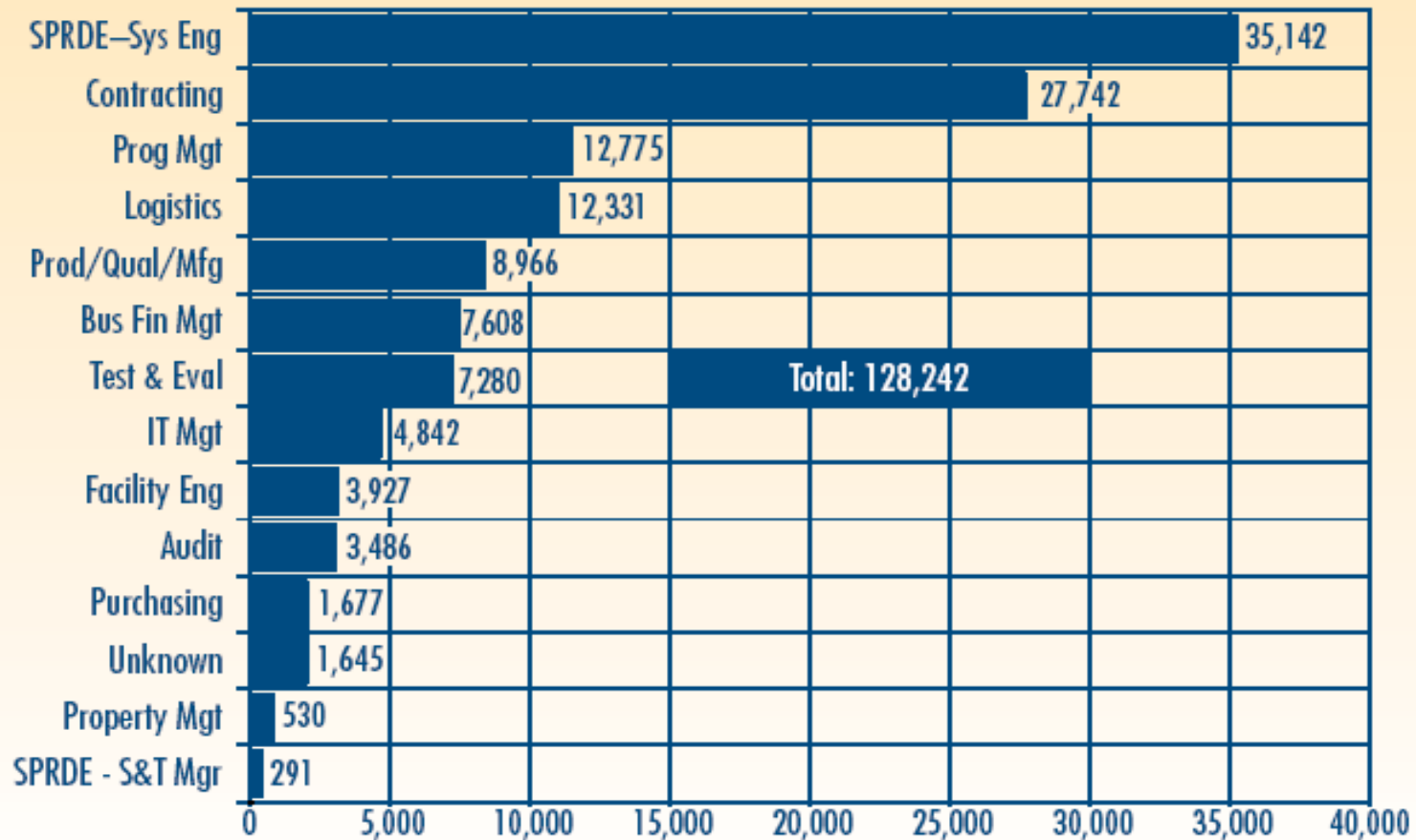




# AT&L Workforce Count

**Figure 1. AT&L Workforce Count by Career Field**

(as of September 2006)

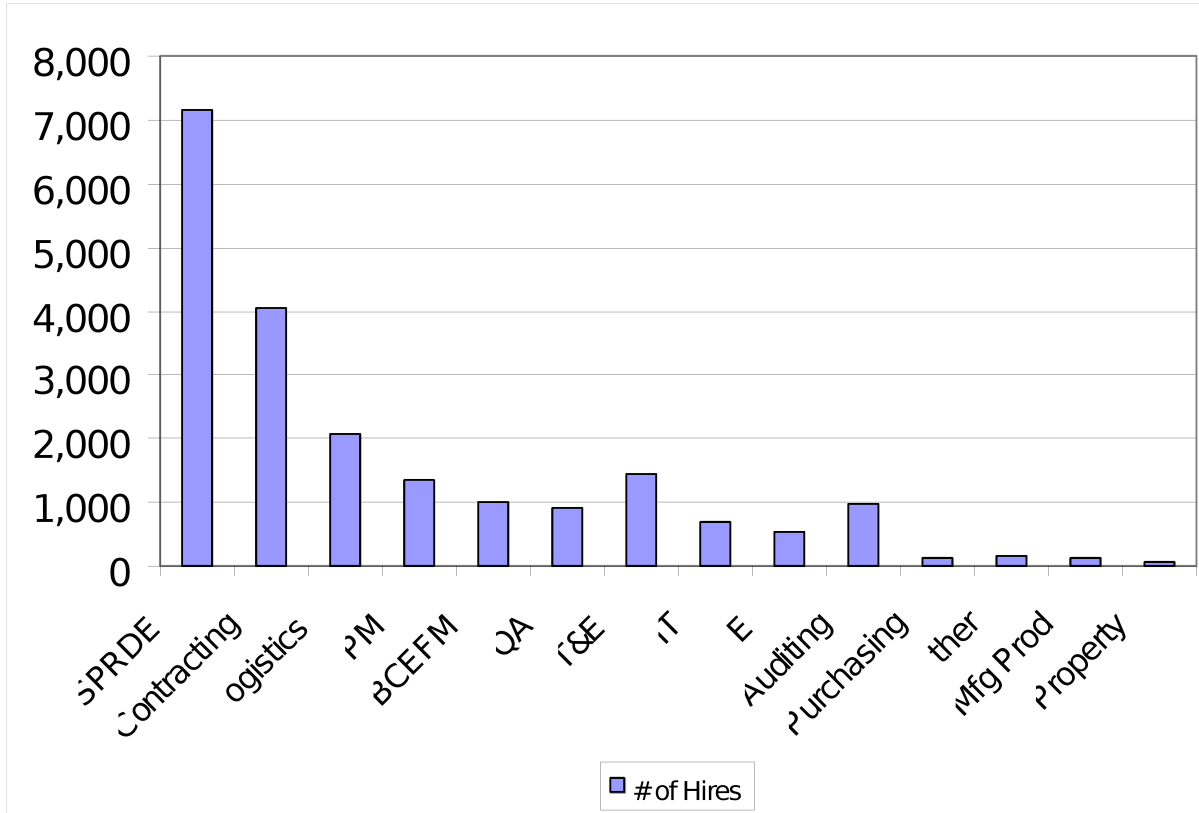


\*Other defense agencies are included.





# Currently, DoD is having success in hiring to meet its needs



DAWIA Career Field	# of Hires	% of All Hires	% of Career Field
SPRDE	7140	35%	22%
Contracting	4045	20%	17%
Logistics	2083	10%	18%
PM	1338	6%	16%
BCEFM	1007	5%	14%
QA	922	4%	13%
T&E	1455	7%	26%
IT	701	3%	16%
FE	542	3%	14%
Auditing	980	5%	28%
Purchasing	131	1%	8%
Other	157	1%	11%
Mfg Prod	116	1%	99
Total	20,680	100%	18%



## AT&L Human Capital Challenges

- Potential loss of retirement-eligible personnel and their knowledge
  - Over 50% of the AT&L workforce will be eligible to retire in the next 5 years
- Understanding the differences in workforce generations
  - Four distinct generations
- The depleting U.S. workforce pool with increasing competition for talent

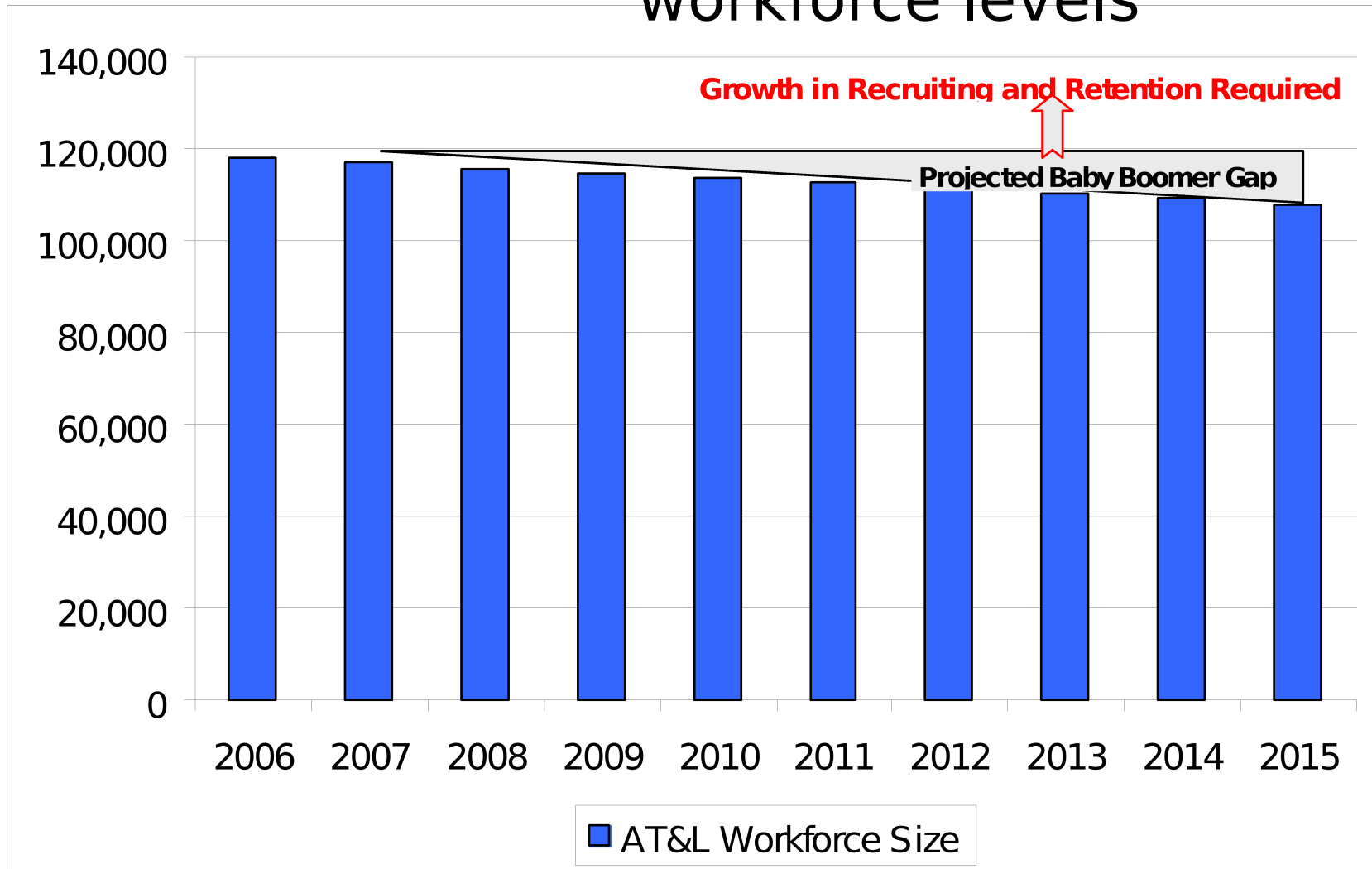


# AT&L Workforce by Generation

	National (2005)		DoD (2006)		Civilian AT&L Workforce (2006)	
Generation	Workfo rce (million s)	% Workfor ce	Workfo rce	% Workfo rce	Workfo rce	% Workfo rce
Silent Generation (born before 1946)	11.5	7.5%	45,625	6.7%	8,322	7.4%
Baby Boomers (1946-64)	61.5	42.0%	438,971	64.5%	77,779	68.7%
Generation X (1965-76)	43.5	29.5%	132,948	19.5%	17,581	15.5%
Generation Y (1977-89)	31.5	21.0%	62,676	9.2%	9,394	8.3%



Based on attrition projections and hiring rates, annual hiring would have to increase by 1,000 to maintain current workforce levels





# AT&L HCSP Goals

- **Goal 1 - Align and fully integrate with overarching DoD human capital initiatives:**
  - **Performance Management (NSPS deployment and implementation)**
  - **Competencies**
- **Goal 2 - Maintain decentralized execution strategy that recognizes components' lead role and responsibility for force planning/workforce mgmt:**
  - **Position Category Description**
  - **Workforce Count**
- **Goal 3 - Establish a comprehensive, data-driven workforce analysis and decision-making capability:**
  - **"Data Green" Initiative**
- **Goal 4 - Provide learning assets at point of need to support mission-responsive human capital development:**
  - **"Core Plus"**
  - **Demand Management**
- **Goal 5 - Execute DoD AT&L workforce communications plan that is owned by all AT&L senior leaders (One Team, One Vision, A Common Message, and Integrated Strategies)**
- **Goal 6 - Recruit, develop and retain mission ready workforce through comprehensive talent management (New Goal Added - Not Included in HCSP Version 1.0)**

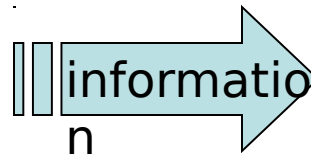


# Data Green Initiative “data driven analysis”

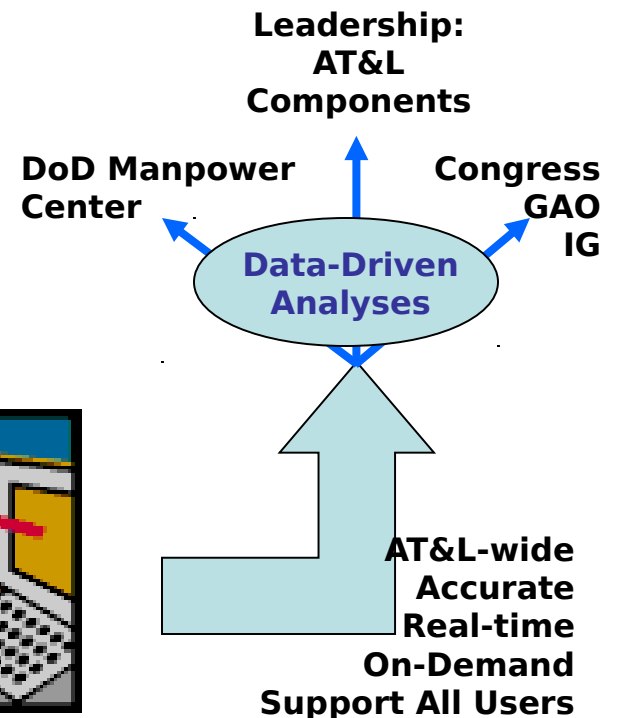
- **USD(AT&L) Responsible for Professional Health of the Workforce**
- **Various Workforce Data Collection Methods - Inconsistent Data**
- **Data Driven Analyses Support Initiatives To Be More Robust and Executable**
- **Congress, GAO, IG, and Media Have Workforce Data Interests**



AT&L Professionals



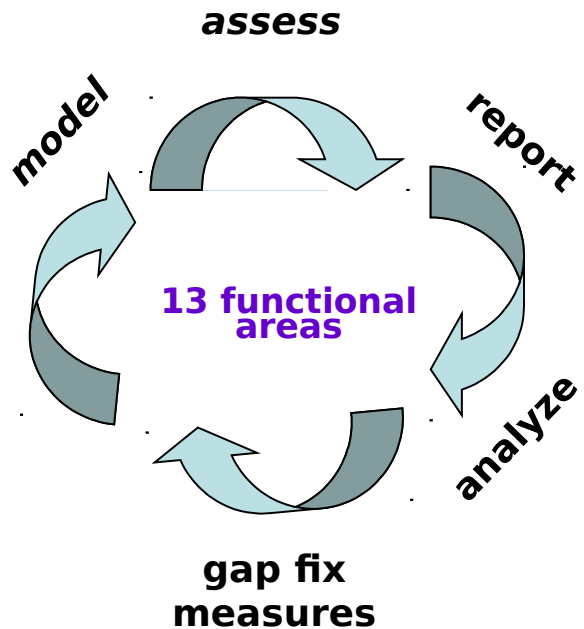
AT&L  
Data Mart







# AT&L Competency Management



AT&L Competency Model

## Program Outcomes

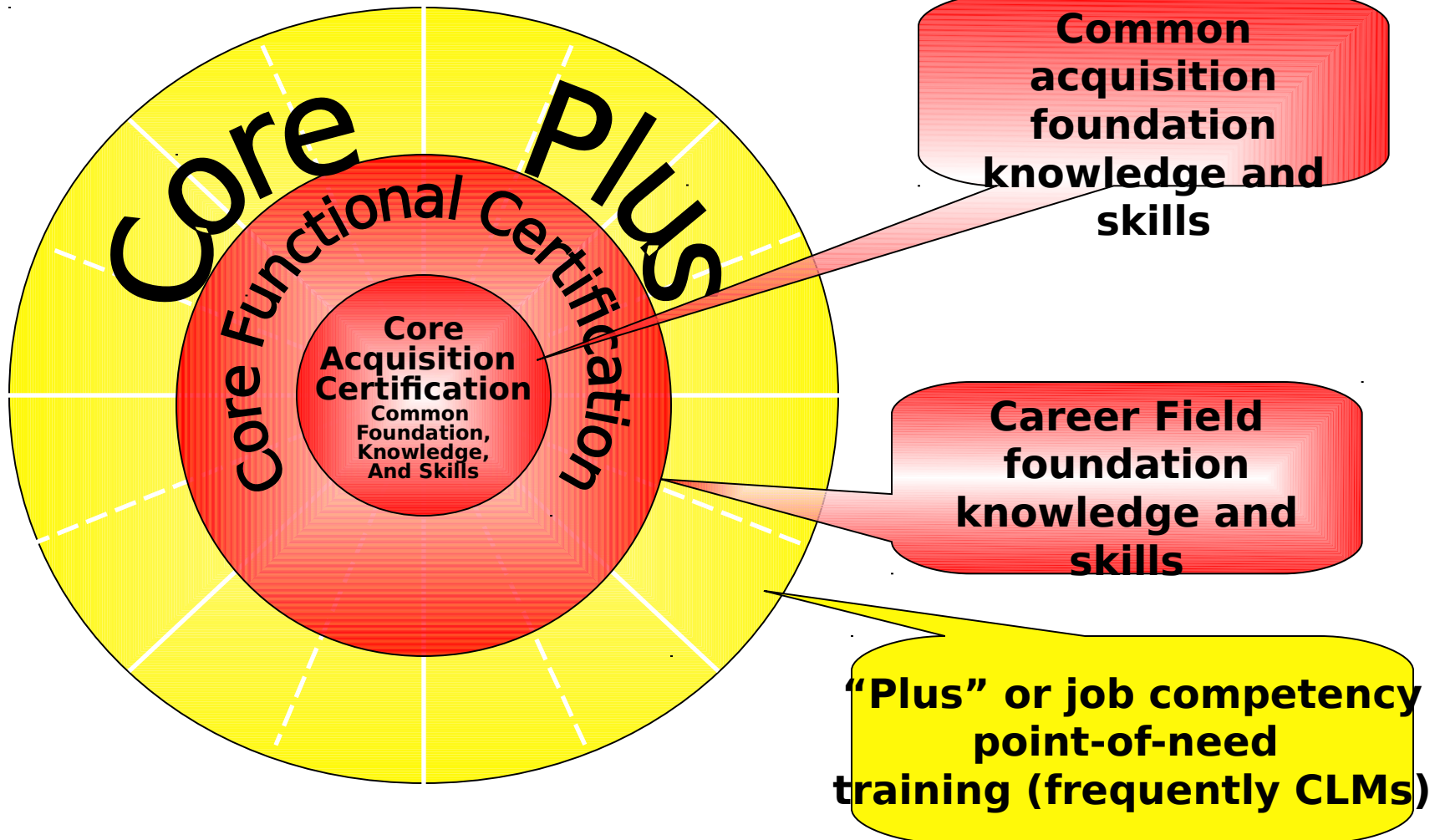
- Provide AT&L leadership the desired competency management data to assist workforce development & planning efforts
- Integrate gap fix recommendations (if necessary) into;
  - Training and certification requirements
  - Components' accession and succession plans

## Current Status

- 4 of 13 Models To Be Completed By FY07
- Contracting Assessment Started
  - Phase 1: 4 AF and 2 Army Locations
- Other Functional Assessment Planning Underway



# “Core Plus”





# AT&L Performance Learning Model

## 24/7 Learning Assets for the Classroom and the Workplace

- **AKSS** - Online gateway to AT&L information & tools
- **ACC** - Online collaboration communities tailored to your needs

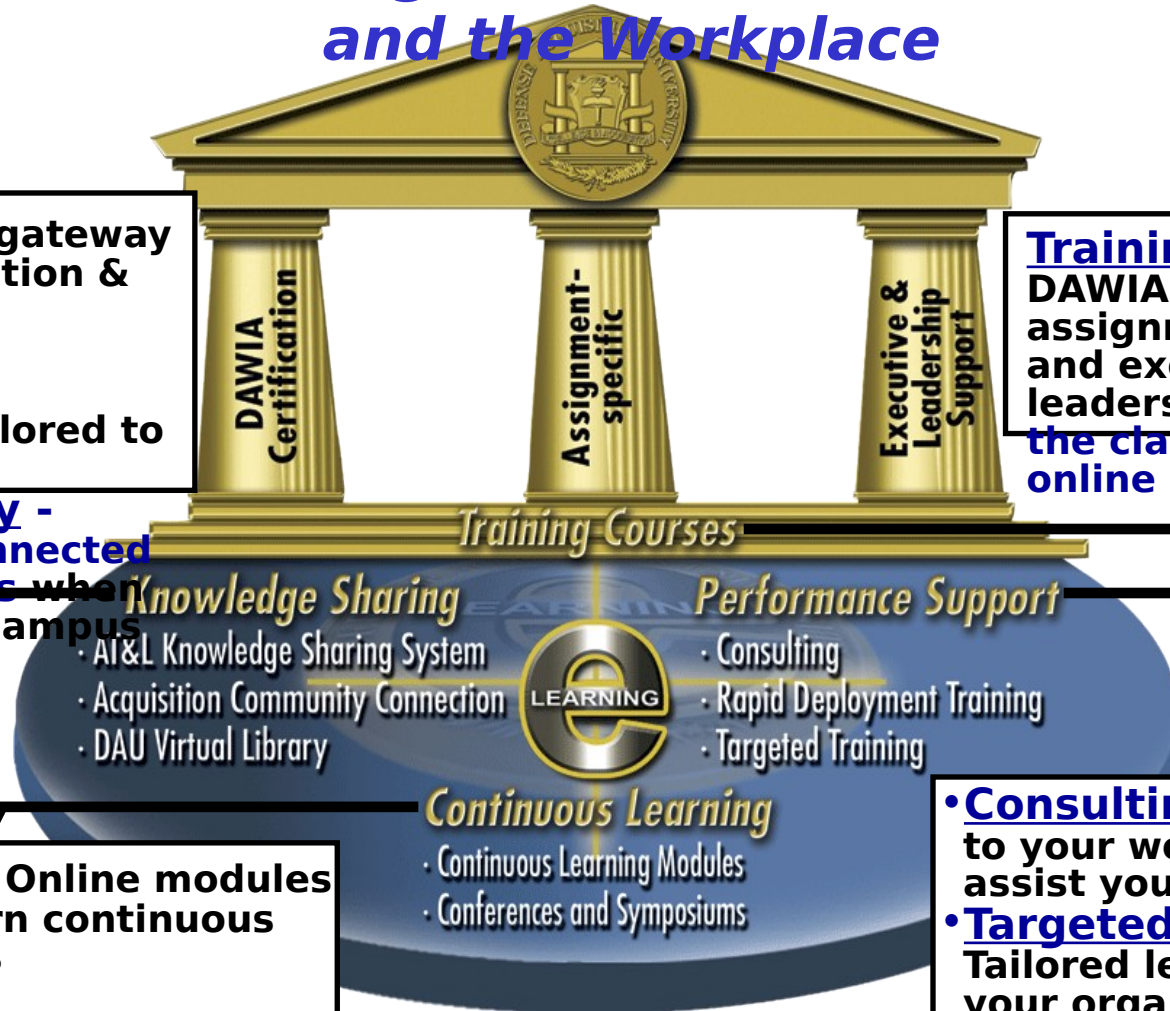
• **Virtual Library** - Keeping you connected to research tools when you are not on campus

- **CL Modules** - Online modules to help you earn continuous learning points

### • **Conferences**

- PEO / SYSCOM
- Business Manager

• **DAU Acquisition Community**



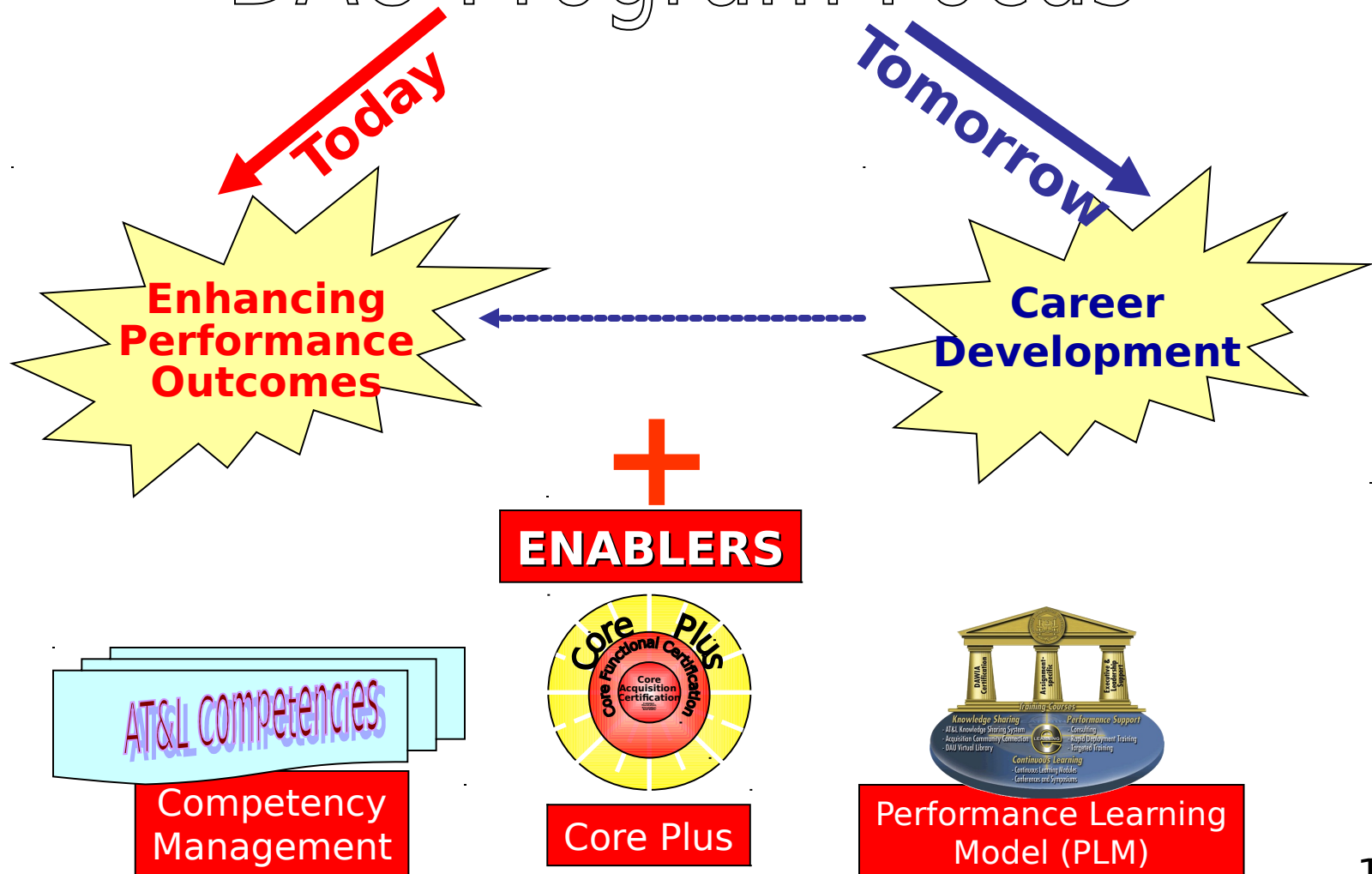
**Training Courses** - DAWIA Certification, assignment-specific, and executive & leadership courses - in the classroom and online

- **Consulting** - We come to your workplace to assist you
- **Targeted Training** - Tailored learning for your organization
- **RDT** - On-site and online training on the latest AT&L policies



# 21<sup>st</sup> Century Learning Environment

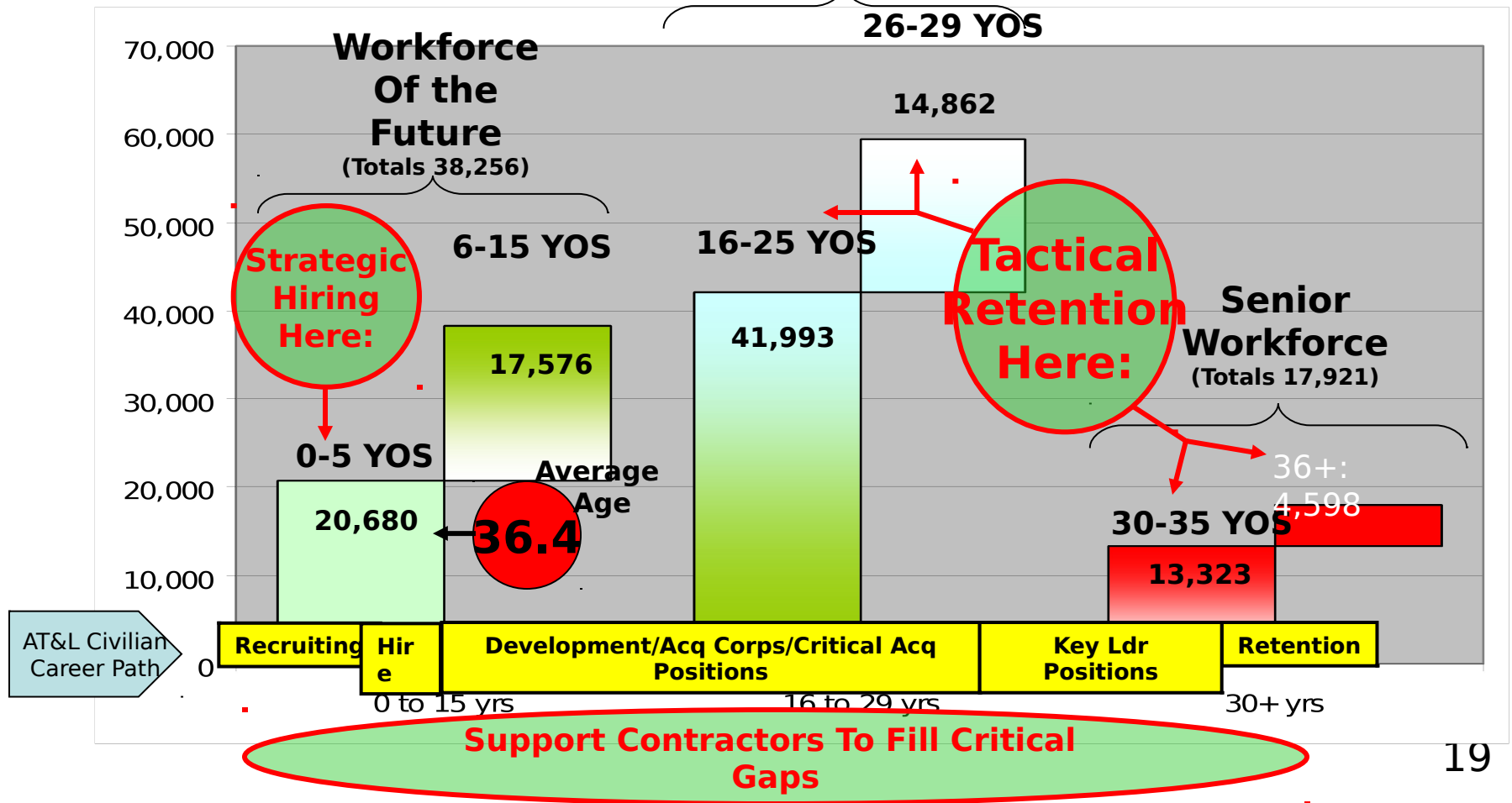
## DAU Program Focus





# Workforce Lifecycle Model assesses the workforce. Sufficient bench strength exists to mitigate retirement losses

## Mid-Career Workforce (Totals 56,855)





# Examples of Progress to Date from AT&L HCSP V1.0, June 2006

- NSPS deployment began
- Deployment of joint competency management initiative in Oct 06. Contracting and Life Cycle Logistics competency models completed and Program Management and Property Management to be finalized in FY 07
- Expected publishing of individual HCSPs: Army published in 2006, Air Force and Navy are completing drafts
- Revalidation of positions by the Services to improve workforce analysis and management decisions
- Standardization of Position Category Descriptions across DoD
- Full Operational Capability deployment of DoD AT&L workforce DataMart was achieved (Part of Data Green). This enables real-time analysis of data and improved confidence in the data centrally collected and submitted to the DMDC
- Core Plus certification framework established that leverages the AT&L Performance Learning Model(PLM) and competency management initiatives
- Navy expanded its acquisition career management program to include Selective Reserve Officers and has established e-business processes for training, certification, and continuous learning requirements
- Air Force has designed two new courses to prepare intermediate-level PMs
- Army offered a variety of leadership programs for AT&L personnel
- AT&L HCSP V1.0 was promoted in various formats (articles, bulletins, websites, briefings, etc)





# What's Next: State of the Workforce Report in Process

The SOWF Report will contain the following:

- Supporting Details from the AT&L Human Capital Strategic Plan
  - Strategies and Best Practices
- “Snapshot” data of current AT&L Workforce
  - Demographic Information
  - Agency Statistics
  - Career Field Statistics
  - Other Workforce Data (e.g. Acquisition Corps statistics, certification statistics)
- Workforce Analysis
  - Long term trends
  - Areas of strength
  - Areas of concern
  - Spending data
  - Workforce modeling
  - Desired future state of workforce



# Workforce Findings included in the HCSP V3.0 from the 814 Study

- 1. Maintaining a high performing, agile and ethical workforce is the USD (AT&L)'s top priority.** Leadership focus of the SSB has generated significant momentum supporting strategic human capital planning and initiatives.
- 2. The Baby Boomer and older generations comprise 71 and 76 percent of the DoD and the AT&L civilian workforce, respectively.** DoD faces challenges related to mitigating the pending departure of its highly experienced and seasoned talent.
- 3. The Army has an acquisition workforce of 45,443, while the Navy has 40,651 and the Air Force has 25,075.** Those workforces vary widely in terms of their composition. Most use support contractors to assist in the accomplishment of the acquisition mission.
- 4. KLPs are being identified throughout the AT&L enterprise and will support FY07 NDAA Section 820 implementation.**
- 5. The AT&L workforce is the most experienced in the Department.** Fifty percent of the AT&L civilian workforce has over 20 years of experience compared with approximately 40 percent of the DoD General Schedule workforce.



## Workforce Findings included in the HCSP V3.0 from the 814 Study (Cont...)

- 6. The AT&L workforce is highly educated with 74 percent of the civilians having bachelors or advanced degrees and 23 percent having advanced degrees.** Eighty percent of the new hires during the past 5 years have bachelors or advanced degrees.
- 7. Certification level is a workforce quality indicator.** Today, 75 percent of the individuals filling critical acquisition positions are certified, while 65 percent meet or exceed position-level requirements. Sixty-six percent of the AT&L workforce are certified, and 50 percent meet or exceed their position-level requirements.
- 8. Access to current, accurate, and complete workforce data is a critical success factor for improved human capital management.** While significant progress is being made under the ongoing AT&L workforce Data Green initiative, continued emphasis and focus is required.
- 9. Support contractor personnel are an integral part of the DoD Total Force construct.** Efforts are currently ongoing to identify, define, and track support contractor personnel.



**AT&L Version 3.0 Available at the following website:  
<http://www.dau.mil/workforce/hcsp/pdf>**

**HCSP 15 Aug 07 WebCast Archive available at:  
<http://view.dau.mil/dauvideo/view/eventListing.jhtml?eventid=1627>**

# Questions?

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